

NOTES FOR MEETING ON 100 UNIVERSITIES PROGRAM

WEDNESDAY, 8 Feb

INTRODUCTION

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The 100 Universities Program was first proposed by the Office of Personnel in 1963. It was originally conceived as a recruitment technique.

Its purpose was to make better known on the campuses of America the very existence of CIA and its mission and role in Government, to illustrate the vast range of vocational opportunities in the Agency.

The technique was to hold each year a series of off-the-record dinner meetings at selected Universities of a small number of prominent faculty members and the Placement Officer. Agency speakers have been senior Agency officials.

Our hope was to create a favorable and interested attitude toward the Agency which would lead to suggestions that likely students would be induced to consider careers with CIA or would receive favorable answers if they inquired about CIA when seeking career guidance.

The number of guests has been kept to an average of 15 to 20 with a maximum of 25, but like the stone thrown into the millpond, we hoped for an expanding though diminishing ripple effect.

In 1963, we visited ¹⁰⁴82 Universities and colleges; in 1964, ⁸⁵78; and in 1965, ⁶³44. Seven schools have been visited two years in succession and 18 twice but with a one year interval between visits. In total, we have made our speaking appearances at 229 different schools. (HANDOUT LISTING SCHOOLS AND YEARS VISITED) (Copy attached)

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The feedback in 1963 indicated immediately that we had far more than a recruitment tactic---we clearly had a means of clarifying the record on a lot of misinformation which had been published about the Agency and of building public understanding and respect for the Agency without the risks of an overt public relations program.

In summary, campus reaction has been good. Our speakers have been well received, audience comment has been favorable. In terms of recruitment value, a number of directly attributable referrals have been made and the intangible recruitment benefits are believed to have been considerable. I might say that, in one sense, these benefits were perhaps greater in 1963 when there was much less information about CIA in the public domain and much less interest in, but more curiosity about, the Agency than there is today.

In the sense of general Agency public relations, I think our need to exploit every opportunity to build our image is perhaps greater than ever and I, for one, fully support this program as one means of doing so.

Nevertheless, last Fall I asked that the program be shifted from the Fall to the Spring of the year. My reason was that the arranging and escorting work involved seriously impinged upon our "prime" campus recruitment time for the Career Trainee program. Spring has historically been a relatively slack time for our professional recruiters and the change in timing of the 100 Universities program appeared sensible and reasonable.

Now I have suggested that the Agency consider dropping the program this Spring entirely. My reasons are these:

First, we have very heavy and unusual recruitment requirements right now. They are as follows:

- (a) The DDP Lateral Entry Program/^{for} which ~~we~~ we plan to ~~launch~~ launch a special advertising program on the 26th of February. This is a very specialized recruitment job requiring prompt response by our field recruiters wherever they may be.

(b) A threatened, although not positively predictable as yet, shortfall in Career Trainee candidates for this calendar year. Without prompt special efforts throughout the next five months, we ~~addcount~~ are very doubtful that we will be able to meet the October class quotas. Whether or not we will be able to meet the July quota is in the balance right now, ~~look~~ but the situation is "if-fy" enough that we feel we cannot relax our efforts. I'm pretty sure that we'll meet both quotas but it will take hard work.

(c) We have our normal cyclical Spring push for clerical and stenographic personnel--a requirement which in the past has required the use of our professional recruiters. You ALL know the consequences of a shortage in these areas!

My SECOND reason is the nationwide exploitation by radical, or at least disaffected student groups which is currently greeting the appearances on campus of CIA and other Government agencies and prominent Government officials associated with Vietnam. It is my fear that some, or even one, of our 100 Universities appearances might become the target for student demonstrations.

This could lead to identification in the public press of our

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faculty guests, resulting in great embarrassment to them and even, possibly,
professional injury.



As a further example,
/One of our University Associates has confided in me his fear that

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his association with CIA, if exposed, would prevent his obtaining a
Foundation grant for overseas research during his coming Sabbatical year.

In addition, any such incident would inevitably lead to a rehash, at
least in the local press, of all of the past and current controversies
about CIA.

PAUSE

This, gentlemen, is our dilemma as I see it. We can go ahead, full
steam, carry out our program--or postpone it until the pressures of today
ease up.

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CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
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Remarks: <p>Attached is a very rough draft of remarks which I might use in our meeting on the 100 Universities Program.</p> <p>If agreeable with you, I suggest that you open the session with a few words and throw the ball to me to present the problem as I see it. Then, we can open the question for discussion and expressions of opinion.</p> <p>I will have miscellaneous statistics and background information to answer any specific questions (I hope!) that may arise.</p>			
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ADMINISTRATIVE - INTERNAL USE ONLY

100 UNIVERSITIES PROGRAM

<u>College or University</u>	<u>Years Participated in Program</u>
Allegheny College	1963
American Foreign Institute of Trade	1964
American University	1964
Amherst College	1964
Arizona State University	1964
Assumption College	1964
Auburn University	1964
Bates College	1965
Baylor University	1964
Boston College	1963 - 1964
Boston University	1963
Bowdoin College	1964
Bowling Green State University	1964
Bradley University	1963
Brigham Young University	1963
Brown University	1963
Bryn Mawr College	1964
Bucknell University	1964
California Institute of Technology	1963
Carleton College	1963
Carnegie Institute of Technology	1963
Catholic University of America	1964
Central Washington College	1964
Claremont Colleges	1963
Clark University	1964
Clemson College	1963
Colby College	1965
Colgate University	1964
Colorado College	1963
Columbia University	1963
Cornell University	1964
Creighton University	1964
Dartmouth College	1963
Denison University	1965
Drake University	1964
Drexel Institute of Technology	1965
Duke University	1964
Duquesne University	1963

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<u>College or University</u>	<u>Years Participated in Program</u>
Emory University	1965
Fairfield University	1964
Fairleigh Dickinson University	1965
Fisk University	1965
Fletcher School of Law & Diplomacy	1963
Florida State University	1964
Fordham University	1963
Fresno State College	1965
Furman University	1963
George Washington University	1963
Georgetown University	1964
Georgia Institute of Technology	1964
Gonzaga University	1963
Grinnell College	1963
Hamilton College	1963
Hamline University	1964
Hampden-Sydney College	1963
Harvard University	1963
Hobart & William Smith Colleges	1963 - 1965
Holy Cross College	1963
Howard University	1964
Hunter College	1963
Idaho State University	1964
Indiana University	1964 - 1965
Iowa State University	1963
Kansas State College	1963
Kent State University	1965
La Salle College	1964
Lafayette College	1963
Lehigh University	1963
Louisiana Polytechnic Institute	1965
Louisiana State University (Baton Rouge)	1963
Louisiana State University (New Orleans)	1963
Loyola & DePaul University	1964
Macalaster College	1964
Marquette & University of Wisconsin - Milwaukee	1964
Memphis State University	1964
Miami University	1964
Michigan State University	1963
Middlebury College	1965
Mississippi State University	1965

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<u>College or University</u>	<u>Years Participated in Program</u>
Missouri School of Mines	1964
Montana State College	1963
Montana State University	1963
Mt. Holyoke College	1964
New Mexico State University	1963
New York State University	1963 - 1964
Newark College of Engineering	1964
North Carolina State College	1965
North Dakota State University	1964
North Texas State College	1965
Northeastern University	1965
Northern Illinois University	1965
Northwestern University	1963 - 1965
Oakland University	1965
Occidental College	1963
Ohio State University	
Ohio Wesleyan University	1965
Oklahoma State University	1964
Oregon State University	1963 - 1965
Pembroke College	1963
Pennsylvania State University	1963 - 1964
Portland State College	1965
Princeton University	1963 - 1965
Providence College	1965
Purdue University	1963 - 1965
Radcliffe College	1963
Reed College	1963
Rice University	1964
Rockhurst College	1963
Rutgers University	1964
Sacramento State College	1965
St. Anselm's College	1965
St. Joseph's College	1965
St. Louis University	1963 - 1965
St. Mary's College	1965
St. Michael's College	1965
St. Olaf College	1963
San Diego State College	1964
San Francisco State College	1964

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<u>College or University</u>	<u>Years Participated in Program</u>
University of Maine	1964
University of Maryland	1964
University of Massachusetts	1963 - 1965
University of Michigan	1963
University of Minnesota	1963 - 1965
University of Mississippi	1965
University of Missouri	1963 - 1965
University of Nebraska	1963
University of Nevada	1965
University of New Hampshire	1964
University of New Mexico	1963
University of North Carolina	1964
University of North Dakota	1964
University of Notre Dame	1963
University of Ohio	1963
University of Omaha	1964
University of Oregon	1963 - 1965
University of Pennsylvania	1963 - 1965
University of Pittsburgh	1963
University of Puget Sound	1964
University of Redlands	1963
University of Rhode Island	1964 - 1965
University of Richmond	1963
University of Rochester	1963
University of San Francisco	1965
University of South Carolina	1963
University of South Dakota	1963
University of Southern California	1963
University of Tennessee	1964
University of Texas	1964
University of the Pacific	1965
University of Tulsa	1964
University of Utah	1963
University of Vermont	1964
University of Virginia	1965
University of Washington	1963 - 1965
University of Wichita	1963
University of Wisconsin	1963
Utah State University	1964
Utica College	1964
Valparaiso University	1963
Vanderbilt University	1964
Vassar College	1965
Villanova University	1965
Virginia Polytechnic Institute	1965

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<u>College or University</u>	<u>Years Participated in Program</u>
San Jose State College	1963
Seattle University	1964
Smith College	1963
Southern Illinois University	1963
Southern Methodist University	1965
Stanford University	1963 - 1964
State University of New York (Buffalo)	1963
Stevens Institute of Technology	1964
Syracuse University	1963 - 1965
Temple University	1964
Tennessee A&I State University	1965
Texas A&M	1965
Texas Christian University	1964
Texas Technological College	1964
The Citadel	1963
The Johns Hopkins University	1964
Trinity College	1965
Tufts University	1964
Tulane University	1963
University of Alabama	1965
University of Arizona	1964
University of Arkansas	1964
University of California	1963
University of California (Berkeley)	1964
University of California (Davis)	1964
University of California (Los Angeles)	1963
University of California (Riverside)	1963
University of California (Santa Barbara)	1963
University of Chicago	1963 - 1964
University of Cincinnati	1964
University of Colorado	1963
University of Connecticut	1964
University of Delaware	1964
University of Denver	1963
University of Detroit	1964
University of Florida	1964
University of Georgia	1964
University of Houston	1965
University of Idaho	1963
University of Illinois	1964
University of Iowa	1963
University of Kansas	1963 - 1965
University of Kentucky	1963
University of Louisville	1965

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<u>College or University</u>	<u>Years Participated in Program</u>
Wake Forest College	1964
Washburn University	1963
Washington & Jefferson College	1963
Washington & Lee University	1963
Washington State College	1963
Washington State University	1965
Washington University	1963 - 1965
Wayne State University	1963
Wellesley College	1963
Wesleyan University	1963 - 1965
West Virginia University	1964
Western Reserve University	1963
Western Washington College	1964
Westminster College	1965
Wheaton College	1963
Whitman College	1964
Williams College	1963
Wofford College	1963
Wooster College	1965
Worcester Polytechnic Institute	1965
Xavier University	1964
Yale University	1963 - 1965

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